




EXECUTIVE SUMMARY


River Corridor Closure Contract

Washington Closure (WC) brings the leadership and cleanup professionals necessary to complete river corridor cleanup at Hanford. By working with the outstanding incumbent workforce, we will significantly accelerate cleanup at Hanford while ensuring the safety of our employees and the public. We will accelerate river corridor cleanup by:

- Building on incumbent accomplishments, innovations and workforce capabilities
- Integrating the capabilities of the three premier environmental restoration firms that make up WC, each with top ranking in the industry (Engineering News Record magazine, 2004)
- Deploying leaders and experts who have significant experience in cleaning up and closing government and commercial environmental sites
- Applying U.S Department of Energy's deepest reservoir of proven high-hazard facility clean up, remediation and closure project management approaches and lessons learned
- Expanding on our parent firms' long-standing working relationships to tackle some of DOE's toughest environmental challenges, including Rocky Flats, Hanford's Waste Treatment Plant, the Environmental Restoration Project, Miamisburg Closure Project (Mound) and Savannah River Site.

 Washington Group International	 BECHTEL	 CH2MHILL
<ul style="list-style-type: none"> • ISM leadership/safety behavior leader • Top environmental PM firm (ENR magazine) • Commercial closures • Category 2 & 3 nuclear closure • No. 5 environmental firm 	<ul style="list-style-type: none"> • Project management leadership • Top environmental construction firm (ENR magazine) • Reactor ISS leadership • Restoration expertise • No. 2 environmental firm 	<ul style="list-style-type: none"> • Closure site leadership • Top environmental design firm (ENR magazine) • Regulatory strategy • Risk management • No. 3 environmental firm
<ul style="list-style-type: none"> • Ft. St. Vrain • Shippingport • Omega West • SRS 	<ul style="list-style-type: none"> • Weldon Spring • UMTRA • Rocky Flats • Bunker Hill • FUSRAP 	<ul style="list-style-type: none"> • Hanford ERC • Oak Ridge M&I • NTS • INEEL
	<ul style="list-style-type: none"> • RMA • Mound • Hanford WTP • Chevron Port Arthur 	

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	<ul style="list-style-type: none"> • Safety—a core value at all levels, including suppliers and subcontractors • Accelerated closure—finishing significantly ahead of schedule • Early risk reduction—hazards mitigated while protecting workers and the public • Next level performance—approach to achieve maximum safety and productivity • Subcontracting—plan to exceed DOE's aggressive socio-economic targets
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We have created a new organization, Washington Closure, structured as a limited liability company. Our integrated leadership team has no pre-determined work scopes assigned to each of the parent firms, and therefore our parent companies were able to equip WC with capable experienced professionals in every necessary area and discipline. We selected the top candidate for each leadership position to create a project team that drives the three firms' core competencies into river corridor planning, safe work execution and risk management. Acting on our commitment to DOE to achieve aggressive subcontracting goals, we pre-selected two outstanding small businesses—Eberline Services and Integrated Logistics Services, Inc. (ILSI). Eberline Services is a small business that provides radiological and industrial hygiene support, quality assurance and safety services. ILSI is a Woman-owned Small Business and WC's first protégé firm. ILSI will provide property management and property disposition services.

River Corridor Closure. Our approach to managing closure projects is to get in, get it done safely and expeditiously, deliver the promised environmental results and close the site. WC will apply lessons learned when implementing our closure project philosophy—

1) Get in— Initially, WC will adopt several existing systems and work processes to maintain continuity of current work. Then, we will quickly customize our work practices to further support acceleration. We will work with our regulators to streamline the regulatory approval process to avoid delays in cleanup.

2) Get it done safely and expeditiously—We will thoroughly evaluate the potential hazards at each facility and site. Through employee involvement, we will eliminate the barriers to safe and efficient cleanup. We will prioritize demolition of facilities based on the hazard they present to workers, the public and the environment.

Our approach to field remediation is equally aggressive. We will implement proven low-tech approaches to the soil remediation challenges.

Our approach integrates safety in all aspects of performance. We incorporate ISMS in work planning and track successful implementation through performance. Our 100 Area plan prioritizes N Reactor interim safe storage, then the K reactors as they become available. The scope of work for the 100 Area presents WC with several targets of opportunity:

- Footprint reduction

Key Personnel Leadership

Pat Pettiette, RCC Project Manager —Leadership on 750 projects valued at \$2.7B, employing 27,000 personnel in 30 countries
Greg Meyer, ESQH Manager —ESQH leadership at Rocky Flats and SNS to ensure compliance and a robust safety culture
John Fulton, D4 Closure Manager —Former project manager at Miamisburg Closure project, relevant D4 experience at Rocky Flats and Hanford
Rick Donahoe, Field Remediation Closure Manager —Manages field remediation on Hanford ERC contract
Ella Feist, End State and Final Closure Manager —Leads regulatory documentation for field remediation sites on Hanford ERC contract
Dennis Reese, Reactor ISS Closure Manager —Commercial and government reactor closure expert (Ft. St. Vrain, Shippingport and Waltz Mill)
Jeff James, Waste Operations Manager —Leads ERDF operations on Hanford ERC contract
Mike Fox, Project Integration Manager —Project integration at Hanford ERC, INEEL and for UK government
Dru Butler, Regulatory Integration and Outreach Manager — Hanford regulatory expertise, open communications and public involvement leader.
Bill Shingler, Project Services Manager —Leads comprehensive business operations at SRS

- Small business and small, disadvantaged business participation
- Work load leveling and fill-in work

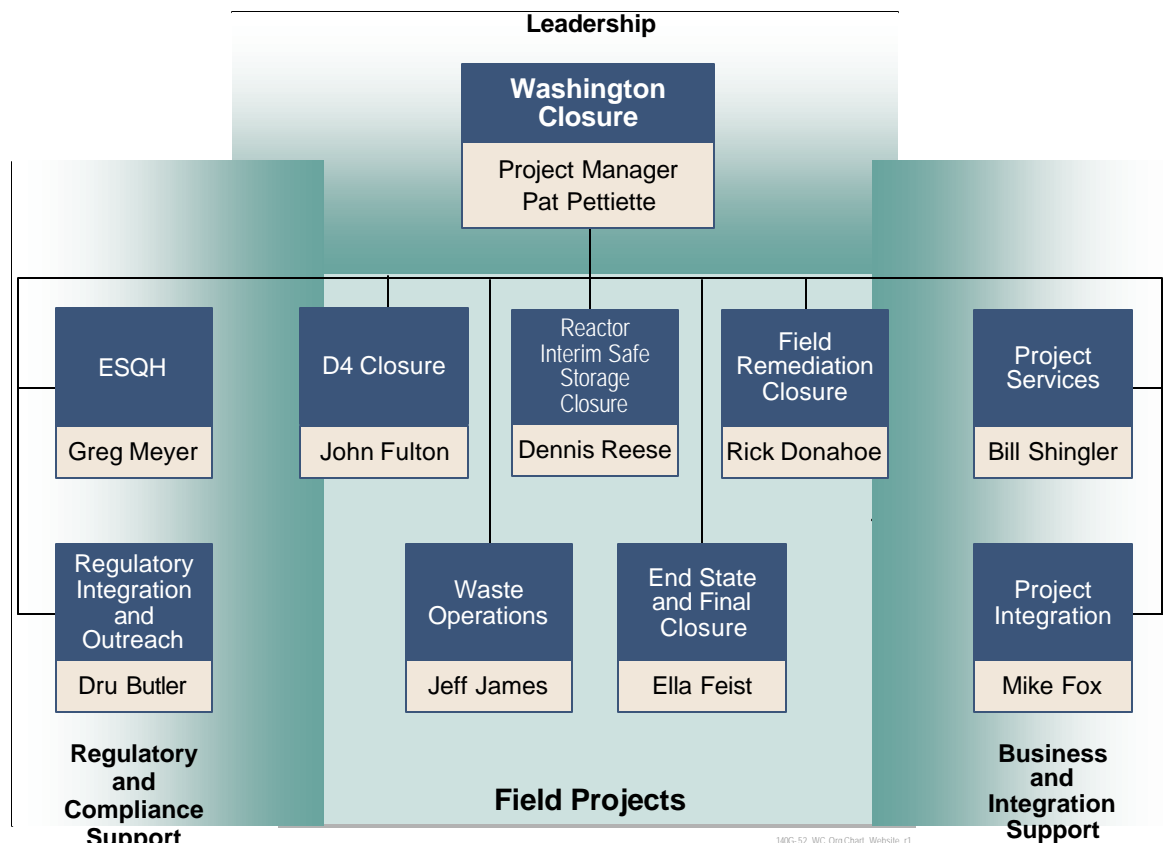
3) Close and leave–WC understands that meeting regulatory requirements is the gateway to successful closure. Therefore, beginning with closure in mind, we will immediately address Hanford’s end state expectations and requirements by working with DOE, the regulators, stakeholders and tribal nations and enhancing those relationships throughout the life of the project.

We will explore the opportunities and challenges of closing some projects early. We will incorporate lessons learned from closure projects in other parts of the country to improve performance on the remaining River Corridor Closure Project work scope.

Key Personnel. WC is led by 10 key managers who personify our closure project philosophy. Pat Pettiette, a seasoned project management professional, leads proven performers with significant, collective experience on projects directly relevant to the River Corridor Closure Project.

Our organizational approach is project-driven. We define projects within the RCC scope of work and organize the work to support a closure culture and minimize overhead costs, and to align with the end-state goals and the work breakdown structure.

Project Systems. We bring the latest thinking in DOE closure project management. Integrated Safety Management defines the way we do business. We will use our Integrated Safety Management System to drive safety from the highest levels of the organization and into every subcontractor, supplier and vendor.



Washington Closure Organization *Our organization is a projectized structure designed to deliver accelerated risk reduction and safe end state closure.*

We are organized to perform the work effectively. We use the same approach employed at Rocky Flats and Mound–closure projects that were completed below cost and ahead of schedule. We feature:

- A flat organization
- Line management accountability for performance–safety, cost, schedule, quality
- Selection and close oversight of well-qualified fixed-price/fixed-unit-price subcontractors
- Rapid transformation to a new closure project with the infusion of key personnel

The Contract Transition and Beyond. The RCC transition period is 90 days. This means we have 90 days from contract announcement to ready ourselves to assume the contract and begin work. Our first task is to mobilize key managers and transition staff in Richland as quickly as possible.

A critical part of the transition involves working with the incumbent workforce to align them within the new WC organization. Communications from the WC transition team throughout the transition process will provide our workforce with timely information via a web site, face to face meetings and routine communications and updates.